

Attachment

Specific responsibilities and actions which should be assessed include the supervisor's commitment to:

- a. Keep superiors informed of needs related to the provision of fair and equal opportunity.
- b. Keep subordinates informed on all matters that have EEO implications (upward mobility, training opportunities, vacancy announcements, EEO action plans, etc.).
- c. Include equity and affirmative action as integral considerations in day-to-day personnel management and decision-making.
- d. Participate in a positive manner in resolving EEO complaints with the prime concern a fair solution for both the employee and the Agency.
- e. Consider all subordinates as individuals rather than stereotypes. Make an effort to understand sex and cultural differences. Eliminate practices which give personal offense to or result in adverse impact on employees of one sex, race, color, ethnic, religious or age group.
- f. Initiate and support efforts to find qualified minority and women applicants.
- g. Provide equitable formal and on-the-job training opportunities for all employees, devoting particular attention to non-discriminatory selection procedures.
- h. Seek opportunities to identify target positions or restructure jobs both to meet the needs of the unit and to implement Upward Mobility.
- i. Identify employees with underutilized skills for possible placement in positions where their skills can be more effectively used to the benefit of the Agency and the employee.
- j. Seek opportunities to employ effectively the handicapped.

For managers, additional responsibilities to be assessed include effectiveness and commitment to:

- a. Individually endorse and energetically support DCI and DDCI policy on equal employment opportunity and require

endorsement and support from subordinate supervisors. Keep subordinates advised of component goals and requirements in affirmative action.

- b. Ensure that adequate resources are allocated to support EEO program requirements.
- c. Take an active role in the development and implementation of the CIA EEO Plan. Participate in and direct EEO program improvement.
- d. Assure that concern for EEO is an integral part of each subordinate supervisor's job and that performance in this area is evaluated effectively.
- e. Ensure that selection criteria for the hiring, promotion, assignment, training, etc., of all employees is applied without regard to sex, race, color, ethnic group, religion or age.

Overall managerial EEO performance-levels may be defined as:

- a. Outstanding - Demonstrably exceeded all EEO requirements to a degree worthy of commendation. Personal initiatives resulted in specific achievements.
- b. Proficient - Fulfilled general and specific EEO requirements and affirmative action objectives.
- c. Unsatisfactory - Demonstrably failed to fulfill general or specific EEO requirements. Examples: disregarded principles of equity in supervisory practices or actions; conveyed to subordinates a negative or nonsupportive attitude toward equity and equal opportunity; failed to make reasonable efforts to meet affirmative action objectives established for the period under review.